



City of Roseville Strategic Plan

Fiscal Years 2025–2028



City of Roseville City Council

Elected by district to serve all of Roseville



Bruce Houdesheldt
Mayor



Krista Bernasconi
Vice Mayor



Scott Alvord
Councilmember



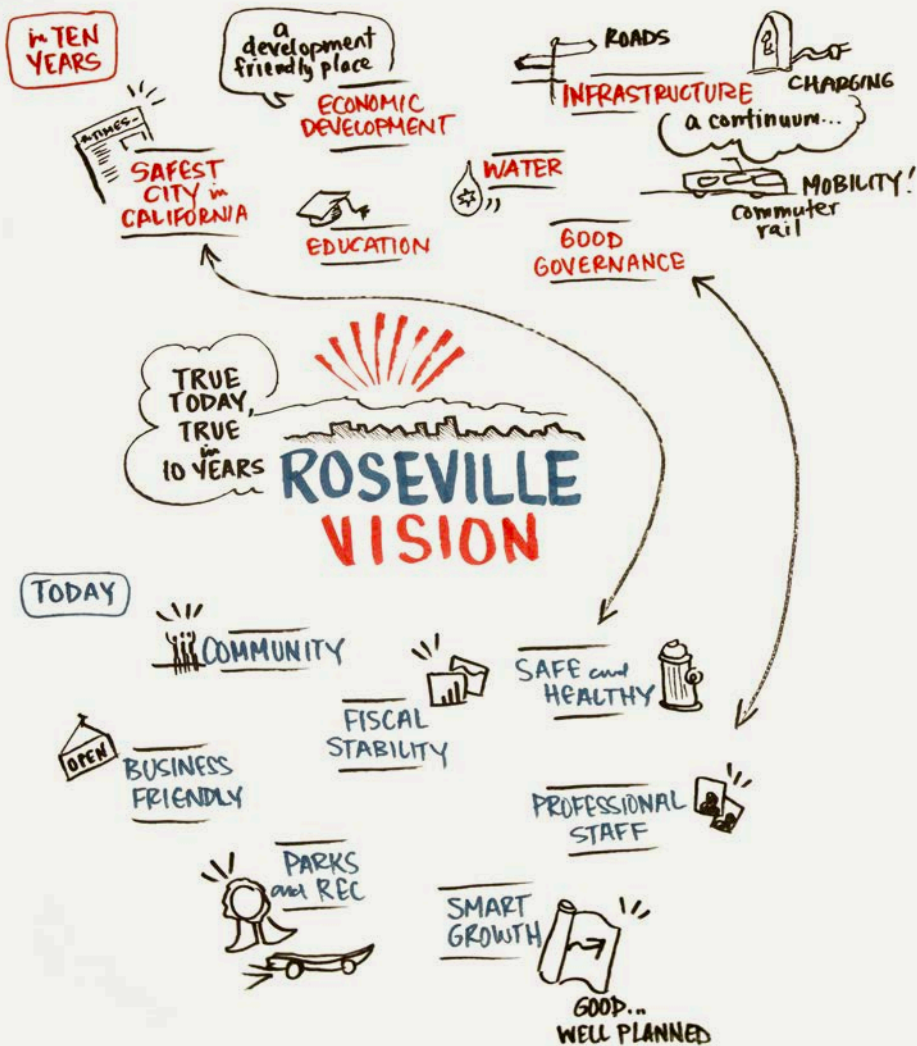
Tracy Mendonsa
Councilmember



Pauline Roccucci
Councilmember

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Message from the City Manager



To the Roseville City Council and Community:

In February 2024, the Roseville City Council held a public workshop to develop a four-year Strategic Plan to guide the City through Fiscal Years 2024-28. This plan reflects the City's commitment to providing a high quality of life for those in the Roseville community by delivering exceptional public services. It is

a culmination of community engagement, a clear vision and intentional decision-making.

As the last four years have demonstrated, any strategic plan must be able to withstand an ever-changing landscape. With that in mind, the Council will continue to re-evaluate this plan annually through public workshops to ensure it reflects the current realities of our community and incorporate updates as appropriate. This proven approach contributed to the success of the last four-year Strategic Plan, which remained relevant and guided budget decisions as the City successfully navigated the worst global pandemic of our time.

We are proud to be counted among the best, safest and healthiest places in the country to call home and are committed to the effort it takes to continue to offer a high quality of life for our community. This plan provides a roadmap to carry out the City's vision for maintaining our thriving community now and into the future.

We appreciate the partnership of the City Council and the support of our community in making this a reality.

Respectfully,

Dominick Casey • February 2024



The City Council highlighted the following achievements from its 2021-2024 strategic plan.

Recent accomplishments

- Public Safety staffing (15 police officers, 9 firefighters added)
- New Fire Station 8
- Business Attraction, especially Bosch
- Roseville Soccer Complex
- Aquifer Recharge
- Covid Response (City shined in its focus on helping businesses and community, implemented remote work)
- Energy Park
- Fiscal Stability/Balanced Budget
- Roadway Connections
- Real Time Crime Center
- Stability with Bargaining Units
- General Fund Stabilization (pension bond)
- Vibrant downtown (Vernon Street revitalization)
- Addressed affordable housing with specific plan; apartments built and kept up to the highest standards
- Received Pro-Housing Designation
- Roseville Venture Lab
- myRSVL Customer Relationship Management application/ website/chatbot
- Citywide Career Fair

A mission is a statement of the purpose of the organization.

It defines what the organization stands for and what it will do.

Mission

To provide exceptional services in a fiscally responsible manner that enhance the quality of life today and into the future.



Vision

Preserving our high quality of life as we prosper into the future.

We do this by ensuring:

- **A safe and healthy community.** People feel safe and secure in our community, working together to prevent problems and to protect those in need.
- **A fiscally sound city.** Living within our means and maintaining a responsible level of fiscal reserves means considering the long-term effects when weighing various options.
- **A well-planned city.** An appropriate balance of land uses including housing, employment sites, shopping areas, parks and open space is essential for a vibrant community. By requiring development to pay its fair share, the community will experience the positive effects of growth.
- **Well-managed infrastructure.** It is critical to ensure that City infrastructure—including roads, streetscapes, parks, utilities, facilities, and technology—is well maintained. Effectively planning infrastructure improvements includes anticipating future needs.
- **Outstanding recreational activities.** Diverse recreation and cultural opportunities are widely accessible. Ample open space allows for outdoor parks, bike trails and interactions with nature.
- **A transparent, accountable environment.** Information, services, and resources are readily available online and in person. Active engagement in dialogue promotes transparency and encourages a healthy exchange of ideas.

The vision statement is aspirational with a focus on the future. It is a statement of where the organization is going.

Core competencies speak to the unique capabilities, knowledge and skills that create a strong organization.

Core competencies

The City of Roseville is driven by seven core competencies:

- **Focus on people.** Develop and deliver service-oriented solutions that meet or exceed expectations. Honor each interaction and relationship with respect and consideration, even under difficult circumstances.
- **Build trust.** Ensure honesty and integrity to gain confidence and support of others. Treat people fairly and ethically.
- **Ensure accountability.** Take responsibility for the outcomes of one's own work and foster a sense of ownership in others.
- **Be adaptable/agile.** Change approach or methods to best fit the situation and effectively balance competing priorities.
- **Communicate effectively.** Deliver clear, concise messages and actively listen to ideas and questions. Tailor communication to diverse audiences to promote dialogue and mutual understanding.
- **Collaborate inclusively.** Build effective working partnerships, alliances, and teams. Develop and maintain productive relationships inside and outside the organization. Constructively seek and consider diverse input.
- **Make quality decisions.** Make sound, timely decisions and recommendations. Accept complexity and uncertainty. Assess risk appropriately. Understand how elements relate to each other.



Overarching priorities

Six priorities support the City's mission and vision. These priorities have remained constant since the development of the initial strategic plan at a Council workshop in October 2019.

The City Council also adopted key strategies to achieve these priorities, which were updated in February 2024 at the annual Council workshop.



Ensure a safe and healthy community



Remain fiscally responsible in a changing world



Enhance economic vitality



Invest in well-planned infrastructure and growth



Support community engagement and advocacy



Deliver exceptional City services



Ensure a safe and healthy community

1. Maintain public safety service levels and response times as the City grows.
2. Maintain City efforts to reduce homelessness while collaborating and advocating regionally as appropriate.
3. Promote a safe community in which all feel welcome and included.

Priority description:

Roseville will remain a safe city through police, fire and other City services that are responsive to the community's needs.

This includes safe transportation corridors, a robust parks and trails system, vibrant recreational programs, and resilient utilities.



Remain fiscally responsible in a changing world

1. Balance City services and customer rates amid legislative mandates and rising costs.
2. Seek ways to reduce pension obligations.
3. Identify and pursue opportunities for new revenue streams.

Priority description:

Roseville is in a strong financial position and has well-established financial practices.

Achieving all of the City's priorities and strategies requires continued fiscal vigilance, especially in light of economic and regulatory conditions.



Enhance economic vitality

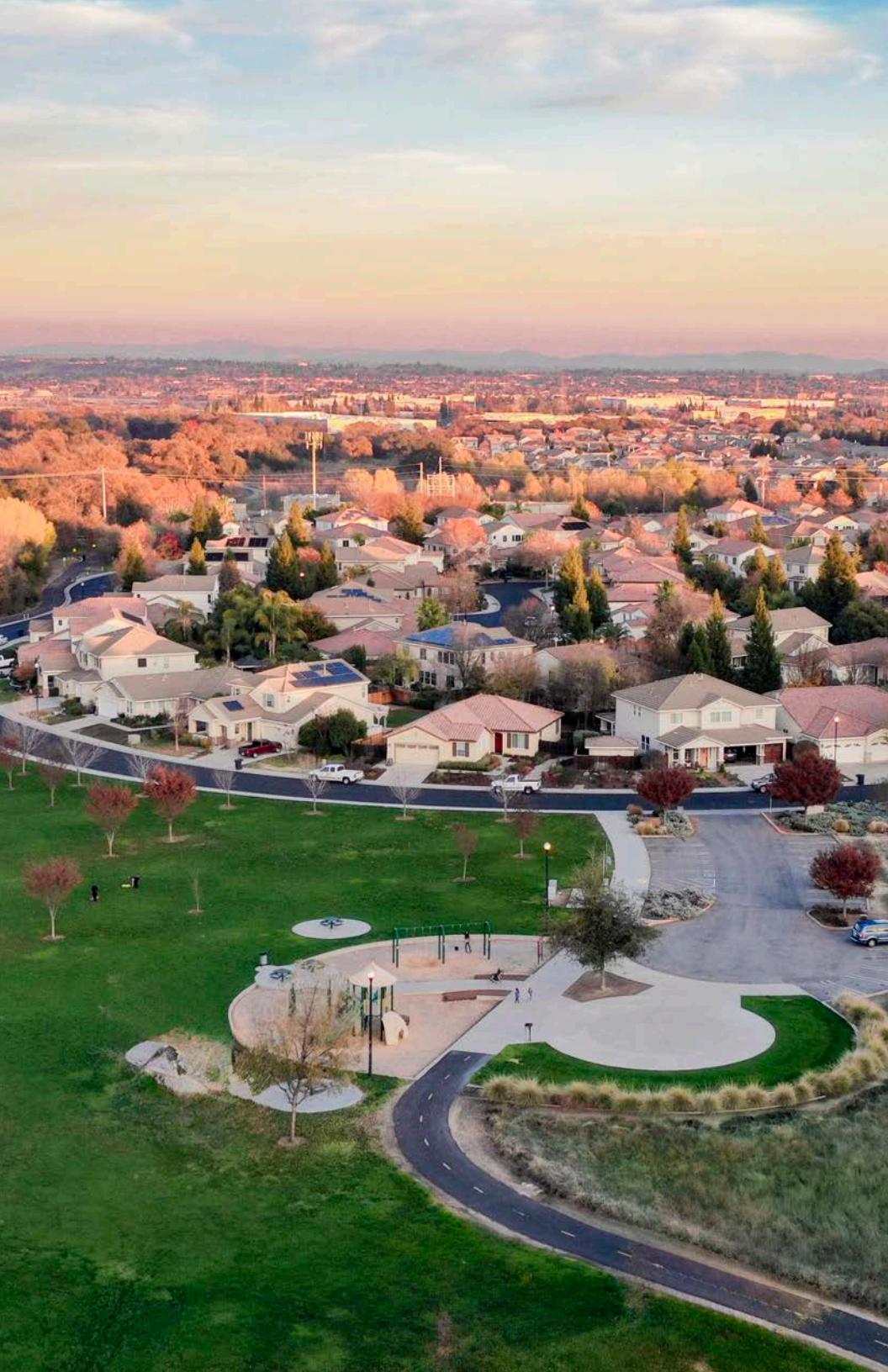
1. Advance sports tourism, including soccer complex.
2. Foster a business climate that supports small businesses and entrepreneurship while attracting and strengthening emerging technology and industry sectors.
3. Attract businesses that are mutually beneficial to regional interests (e.g., manufacturing).
4. Leverage opportunities for innovation and workforce development created by Bosch's investment in Roseville.
5. Accentuate arts and culture in creating a sense of place.

Priority description:

Programs that retain, attract, and help businesses thrive in Roseville are important to creating jobs and a vibrant local economy.

Recognition of the City's role as an economic engine for the region puts Roseville in a leadership position for innovation and collaboration initiatives.





Invest in well-planned infrastructure and growth

1. Reinvest in core neighborhoods.
2. Increase funding for CIP rehabilitation to prevent erosion of infrastructure.
3. Complete soccer complex.
4. Implement technology solutions to mitigate traffic concerns along crucial corridors.
5. Maintain investment in water resiliency and increase capacity of the electric utility.
6. Seek increased regional and local transportation funding and revenues.
7. Improve Roseville's gateway and entryway corridors.

Priority description:

Recognizing Roseville's long-term land-use and infrastructure planning efforts, the community is increasingly affected by regional traffic and congestion, aging infrastructure, and issues in infill development and older neighborhoods that warrant the investment of resources to mitigate and offset these issues to preserve Roseville's quality of life.



Support community engagement and advocacy

1. Remain focused on community engagement and education about City services, planning, and the budget.
2. Explore opportunities to engage all community members in relevant ways.
3. Inform county, state, and federal policymakers on key City issues and the importance of local decision-making.

Priority description:

Roseville is recognized nationally for excellence in its community engagement and public information programs. An ongoing focus in these areas will help ensure that those in positions of influence to determine public policy have the necessary context to make informed, collaborative decisions.





Deliver exceptional City services

1. Remain an employer of choice through expanded recruitment and attraction efforts, a focus on retention, and a positive culture.
2. Anticipate and implement succession planning strategies, including training and development.
3. Maintain a strong focus on code enforcement efforts, including graffiti and blight abatement.
4. Invest in technology that contributes to the effective delivery of services.

Priority description:

Continuing to provide exceptional City services will require the use of new digital tools as well as structural changes to reflect the evolving needs and operations of the City.

Strategic Plan communication

City staff will report on progress of the strategic initiatives throughout the year.

In addition to the annual Council Strategic Plan workshops, staff will highlight the plan's implementation throughout the year by linking operational actions to the strategic plan using communication tools such as council agenda items, newsletters and social media, speeches, presentations, and community meetings.

Providing timely information to stakeholders is critical to the success of the City.

Stay engaged

The City of Roseville Strategic Plan establishes strategies for a four-year period to drive the City's six overarching priorities. The plan articulates the organizational mission and vision of the City and establishes a set of values and goals as a guide for decision-making.

The City offers a variety of ways to keep updated with City activities and news, to volunteer, and to let your voice be heard:

- Sign up for news and alerts at roseville.ca.us/connect
- Read agendas and participate in Council, board, and commission meetings at roseville.ca.us/agenda
- Submit service requests, report issues, or get information about the City through myRSVL at roseville.ca.us/myrsvl or download the app
- Sign up to participate in FlashVote surveys at flashvote.com/rsvl
- Volunteer to help provide city services at roseville.ca.us/volunteer

Get involved in your neighborhood association through the Roseville Coalition of Neighborhood Associations at rcona.org.



Recent Accolades

5th Best Place to Live in the U.S. if You Work From Home

(Money.com, 2021)

7th in the U.S. as a city with the happiest residents

(SmartAsset.com 2022)

8th Best Place to Live in America

(Livability.com, 2021)

8th Best City for Military Retirees

(Smartasset.com, 2021)

9th Best Small Real Estate Market

(Wallethub.com, 2021)

15th Best Metro Area in the U.S. to Work in Tech

(Smart Asset, 2021)

18th Economic Growth City in the U.S.

(SmartAsset, 2022)

21st Best Place to Live in the U.S.

(Livability.com, 2022)

27th Top U.S. City with the Most Cutting-Edge Tech Workers

(Wall St. Journal, 2023)

40th Healthiest County in the U.S.

(U.S. News and World Report, 2022)

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